Electronic Case Coordination and Tracking - Team Effort

By

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and

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During the past year, tremendous energy has been invested in efforts to improve the foreign military sales (FMS) process. One such effort came to life on August 13, 2001 as procedures were implemented to allow the Defense Security Cooperation Agency (DSCA) to electronically coordinate and countersign letter of offer and acceptance (LOA) documents. A team of dedicated professionals from the Defense Security Assistance Development Center (DSADC) designed and developed the software changes to the Defense Security Assistance Management System (DSAMS) that enabled implementation of the electronic case coordination and tracking (CCT) enhancements. The DSAMS Program Management Office (PMO) ensured the policy, software changes, and business process changes were consistent and also provided overall coordination of the deployment efforts. Implementing agencies (IA) had to incorporate important business process changes in addition to learning the commercial software tool used to create the electronic packages. At the DSCA Security Cooperation Conference in September 2001, Lieutenant General Walters, the DSCA Director, announced the initial results: average DSCA processing time of documents requiring DSCA coordination had declined from an average of eighteen days to seven days. This dramatic drop in processing time is impressive, and DSCA is confident the time will improve as the process is refined.

Why Now?

While the concept of electronic LOA document processing has been on-the-table for the past two years, planning and design for the electronic CCT changes began in earnest only in January of this year. During the January meeting of the DSCA Director and Deputy Director, Office of the Deputy Under Secretary of the Air Force (SAF/IA) and the military departments (Security Cooperation 5) requested expedited implementation of this capability. The consensus of the Security Cooperation 5 was electronic counter-signature could save significant time in the LOA process and would allow for greater consistency and quality in our reviews. DSCA met with the military departments in February and outlined a plan to make this happen. The full suite of requirements that had already been defined included advanced tracking, reporting, and query capabilities. The group knew that this list had to be pared down if we hoped to make an August implementation a reality. Lieutenant General Walters approved the proposed requirements in March and the real work began.

> **What's in a phrase?**
>
> The terms "electronic DSCA Countersignature," and "Electronic Case Coordination and Tracking" have both been used to describe the functionality deployed in DSAMS Release 6.05.07 on August 13, 2001. Both terms refer to the new process of coordinating documents electronically through DSCA.

The DSADC met with the DSCA Policy, Plans and Programs office, the Program Management Office and the military departments in April to brief the proposed functionality and

discuss concerns. In addition to processing documents electronically, functionality was proposed to allow case status to be updated automatically throughout this process. This would eliminate the need for duplicate entry of milestones and would ensure that case data could be locked out from changes during critical review processes. As a result of this meeting, DSCA issued an offical announcement of the upcoming changes: DSCA Memorandum 01-08 of April 17, 2001 entitled *Case Coordination and Tracking Enhancements*. The intent of that memorandum was to provide the implementing agencies time to plan for internal business process changes that might be required and to identify *trigger* milestones that would be used to advance case status. During the spring of 2001, the DSAMS software changes were made, refined and tested. A commercial off-the-shelf software package was selected to prepare the electronic coordination packages. The DSAMS training team worked with the implementing agencies to refine internal procedural and process changes to support the new CCT. User training began on August 1, 2001 with 158 DSCA and implementing agency personnel receiving training in the new procedures and software before the August 13, 2001 deployment.

How Does Electronic Coordination and Tracking Work?

In the past the LOA documents would be reviewed and signed by the implementing agency and mailed to DSCA for review. DSCA would in-turn coordinate, countersign, and mail the documents back to the implementing agency. This entire process took an average of 18 days. Under the new process, after the document has been prepared and reviewed by the appropriate implementing agency staff, the military department/implementing agency signature (MILSGN) milestone is posted to DSAMS. The implementing agency then prepares an electronic approval package which includes a DSCA cover memorandum, the customer request, (scanned in if not received in electronic format), the case version document itself, and any other required documents, e.g., the manpower worksheet, termination liability worksheet (TLW) and/or financial analysis worksheet (FAW).

The implementing agency then attaches the electronic package to an e-mail and sends the package to a special e-mail address at DSCA. [This report is used as a *check report* to identify case versions that have been moved to *Proposed* status, but the implementing agency electronic package has not been received by DSCA.] The DSCA resource management (DSCA-COMPT/RM) staff monitors the special e-mail account throughout the business day and conducts an initial review of the package. The package is then forwarded to the appropriate country program director and country finance director for coordination. Under the old manual process, a hard copy document package was forwarded to a single reviewer who would complete his or her review before passing the document to the next reviewer. After coordination was complete, the case was physically countersigned by DSCA and returned to the implementing agency for mailing to the customer. Under the electronic process, the coordination now happens in parallel and there is no longer a physical DSCA countersignature on the document.

When the implementing agency posts the MILSGN milestone to DSAMS, the case version automatically advances to *Proposed* status. DSCA-COMPT/RM uses the *Proposed document summary report* (RP140) to determine those case versions that are ready for DSCA review. This report is used as a *check report* to identify case versions that have been moved to *Proposed status*, the implementing agency electronic package has not been received by DSCA.

Once the electronic package has been fully coordinated inside DSCA, DSCA-COMP/RM personnel approve the document (DCSGN milestone) or reject the document (DCSGNRJ). If approved, the document will contain a statement (Figure 1) indicating DSCA's approval. This approval statement replaces the DSCA comptroller signature that previously was required on the document. If rejected, the case version status reverts automatically to the *Development* status so the implementing agency can make the required corrections. DSCA reviewers are required to

make comments to the case within DSAMS to explain the rationale behind any rejections. If the implementing agency determines that it needs to make a change to a case version document that has already been submitted to DSCA for coordination, the implementing agency can request DSCA to return the document to the implementing agency (DDOCRTN milestone). This action moves the case version status back to *Development* and the return is not considered a rejection. From a document control and editing perspective, the MILSGN and DCSGN milestones now automatically change the case version status, helping to ensure that DSAMS and legacy systems all reflect the correct status of the case.

Director, Security Assistance Training   _____
Typed Name and Title   Typed Name and Title

HQ TRADOC ATTG-S, Ft. Monroe, VA 23651-1003   _____
Implementing Agency   Agency

DSCA Reviewed Approved   06 Aug 2001
DSCA   Date

Information to be provided by the Purchaser

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Figure 1

What about State Department Approval?

All basic cases must be approved by the State Department, but not all basic cases required DSCA countersignature. Prior to August 13, 2001 the automated case approval system (ACAS) was used to coordinate qualified documents, see chapter 70103.H of the *Security Assistance Management Manual* (SAMM) with the State Department. The implementing agency would identify a case version as ACAS eligible. When the document was approved (MILSGN milestone) by the implementing agency, case version data was electronically passed to ACAS. A state list document was generated, and passed to the State Department for its review and approval. The actual case version document was not forwarded to DSCA or the State Department.

Subsequent to August 13, 2001 the ACAS role is being handled by DSCA, and the process has been renamed automated State Department approval (ASDA). The ACAS eligibility rules of SAMM paragraph 70103.H now apply to ASDA processing. However, the *trigger* milestone is now MILSGN, but not MILAP. If the case version shows that the State Department approval is required but DSCA countersignature is not, when the MILSGN milestone is posted, a state list (STLST) milestone with a planned date plus one (+1) is created. DSCA runs the DSAMS state List Report (RP139) daily in mid-afternoon. All case versions with a STLST milestone with a planned date will be printed on the report. This report is then sent to the State Department for their review and approval. Upon approval of the case version, State Department approval (STAP) and STLST milestones are created with an actual date. The STLST milestone with an actual date will remove the case version from the state list report. If the State Department disapproves the case version a State Department disapproval (STDAP) milestone as well as a STLST with an actual date is created, and the case version status is changed back to *Development*.

If the case version requires the State Department and DSCA approval, DSCA will review the case version first. After reviewing the case, the case status will change to a STLST milestone with

a planned date. This will add the document to the state list report. After State Department approval, DSCA will countersign (DCSGN milestone) the document which will generate the creation of the STLST milestone with an actual date and remove the case version from the State List report.

Prior to implementation of these procedures, the State Department approval took approximately 24 to 48 hours. Under the new procedures, the State Department is generally able to provide its responses on the same day requested.

How Will Case Versions Change *Status* Under the New System?

Significant enhancements have been made with regard to case status changes in DSAMS. The basic process steps remain the same – each case version requiring customer acceptance (basic cases and amendments) moves through the following case status states:

Development ⟶ *Proposed* ⟶ *Offered* ⟶ *Accepted* ⟶ *Implemented*

Posting of milestones and the advancement of case version status were previously two separate actions. In the new electronic case coordination tracking environment, there is much tighter control of document version progression through the coordination and approval cycle. The change case status window was removed from DSAMS. Case version status now changes in response to the posting of certain milestones. When an authorized user saves a milestone that changes the case version status, the controlled milestone window (a new window) is displayed. The user enters the milestone date (when applicable – some milestone dates will be set to the current date) and adds any comments that apply. The controlled milestone window displays a message to indicate that the case version status will change when the milestone is saved. The following table lists the milestones that will *trigger* a change the case version status.

Controlled Milestone Window

Milestone	Special Requirement	Target Version Status
DCSGN	Not a Modification	*Offered*
	Modifications	*Offered* (Beginning in Feb 02 will automatically *Implement*)
DCSGNRJ	None - DSCA rejection	*Development*
DDOCRTN	None - DSCA return of a document at the request of the implementing agency.	*Development*
STAP	DSCA countersignature is not required. The document is not a modification.	*Offered*
	DSCA countersignature is not required. The document is a modification.	*Offered* (Beginning in Feb 02, will automatically *implement*)
STDAP	None - State Department disapproval.	*Development*
MILSGN	DSCA countersignature and/or State Department approval is required.	*Proposed*
	P&A that does not require DSCA countersignature and/or State Department approval.	*Offered*
	Modification that does not require DSCA countersignature and/or State Department approval.	*Offered* (Beginning in Feb 02, automatically *Implemented*)
OFFERACC	None	*Accepted*
MILCAN	None	*Cancelled*
MILIMP	None	*Implemented*
MILREACT	None - use to reactive a canceled case version	*Development*

How Are Milestones Created?

Several milestones that previously could be added manually in the case milestone list window now must be entered by selecting a menu option in the case milestone window. This change was made to limit access to some of these milestones. For example, only DSCA will be able to add certain milestones. Also some of the menu options have been moved to be compatible with the new menu structure. When a milestone is saved that requires the user to enter a milestone date, the controlled milestone window (new window) will be displayed where the user can enter a milestone date. The other menu options will display the milestone comment window. The following are the milestone selections that changed in August 2001.

Milestone Comment Window

Milestone	Menu Path
DSCAEMERGY	Tools/DSCA Options/DSCA Emergency Implementing Authority
CADVNOT & ADVNOTEND	Tools/DSCA Options/DSCA Advance Congressional Notification
CSTANOT & STANOTEND	Tools/DSCA Options/DSCA Statutory Congressional Notification
DCSGN	Tools/DSCA Options/Countersign Proposed Document
DCSGNRJ	Tools/DSCA Options/Reject Proposed Document
DREACT	Tools/DSCA Options/DSCA Reactivation Authority
DHOLD	Tools/DSCA Options/DSCA Hold
DHOLDREM	Tools/DSCA Options/DSCA Remove Hold
STLST	Tools/State Options/State List
STAP	Tools/State Options/State Approval
STDAP	Tools/State Options/State Disapproval
SHOLD	Tools/State Options/State Hold
SHOLDREM	Tools/State Options/State Hold Removed
MILSGN	Tools/MILDEP Options/MILDEP Signature
OFFERACC	Tools/MILDEP Options/Offer Accepted
MILCAN	Tools/MILDEP Options/MILDEP Cancellation
MILIMP	Tools/MILDEP Options/Implement Case
MILREACT	Tools/MILDEP Options/MILDEP Reactivation
HOLD	Tools/MILDEP Options/Hold
HOLDREM	Tools/MILDEP Options/Remove Hold
SUSPEND	Tools/MILDEP Options/Suspend
REMSUSPEND	Tools/MILDEP Options/Remove Suspend
DOCMNTSENT	Tools/MILDEP Options/Document Sent

Are There Any New Milestones Required?

New milestones added in August 2001 include:

Milestone	Description
DREACT	DSCA will enter this milestone to allow the MILDEP to change the case version status of a case version from *cancelled* to *development* when the case version was previously *Offered* (case milestone window).
MILCAN	DSAMS creates this milestone when the MILDEP cancels a case version (case milestone list window).
MILIMP	DSAMS will generate this milestone when the MILDEP manually implements a case version (case milestone list window).
MILREACT	DSAMS will generate this milestone when the MILDEP changes the case version status from *cancelled* to *Development* (case milestone list window).

What About the New MILSGN Milestone Validation?

A transaction (transaction type S1 – see chapter 15, para. 150005.A of the *SAMM*.) has to be accepted by the DSCA 1200 system prior to the case version document being forwarded to DSCA for coordination and/or State Department approval. If the S1 transaction is not sent to DSCA upon the initialization of the case version, it is sent when the MILAP (MILDEP Approval) milestone is created. Previously, you could enter a MILAP milestone and immediately add the MILSGN (MILDEP Signature) milestone. Then you might have to wait until the S1 transaction is accepted by the DSCA 1200 system before you sent the case version document to DSCA.

With the August 2001 release, the MILSGN milestone changes the case version status to *Proposed*. DSCA begins its coordination and review upon receipt of the electronic package. If State Department approval is required and DSCA countersignature is not, the case version automatically appears on the State list report that is sent to the State Department for review and approval. So the case version has to be in the 1200 system prior to entering the MILSGN milestone. A validation has been added that will determine if the required S1 transaction has been accepted (S1ACCEPT) by the DSCA 1200 system. The validation will alternatively look for the presence of a rejection (S1REJECT) that indicates the case version was previously reported to the 1200 system prior to MILSGN milestone being added.

Summary

The changes that were *Implemented* on August 13, 2001, are specifically targeted at reducing the processing time for FMS documents. While successful, it is not the last improvement, but rather a solid beginning. Implementing agency and DSCA personnel are continuing their efforts to reduce the time it takes to respond to a customer request with an LOA, while maintaining the quality and accuracy of those documents.

3 August 2001
In reply refer to:
I: 01/009272-PMD

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Implementation of Electronic Countersignature Processes (DSCA 01-21)

REFERENCE: DSCA Memorandum 01-08, "Case Coordination and Tracking (CCT)
                        Enhancements," 17 Apr 01

   The referenced memorandum announced our plans to enhance the Defense Security Assistance Management System (DSAMS) to allow us to electronically coordinate and countersign Letter of Offer and Acceptance (LOA) documents. The modifications to DSAMS are progressing very well and we are on schedule for a 13 Aug 01 implementation date. We would like to thank all of the military departments for their participation in this project – your efforts have been instrumental in making this happen.

   The changes being made to DSAMS include additions/deletions/modifications to system milestones, automatic status progression for certain documents, ability to create portable document format (pdf) versions of the documents, etc. In order to ensure a smooth implementation, we would like to offer more detailed information about these changes as well as some "tips" for successfully submitting an electronic countersignature package. The following policy guidance and instructions are provided for this purpose and should be given wide distribution to everyone involved in the document preparation and coordination processes.

      a. Users will have an opportunity for training prior to implementation. If you have not already been scheduled to attend a session, please contact your DSAMS training point of contact for information on training times and locations as soon as possible. Members of the DSAMS training team will also be on-site at various locations during the week of implementation to address any problems/concerns.

      b. Our referenced memorandum provided a list of milestones and their associated status changes that will be effective with CCT implementation. The military departments have expressed some concern with automatic implementation of modifications as originally planned. Therefore, we have decided to delay implementation of this piece of CCT to allow the military departments time to establish working groups and determine what system or procedural changes may be required within their organizations in order to implement this change. Automatic implementation of modifications will be delayed until 18 Feb 02 and we have revised the matrix to reflect this delay (attachment 1). Each of the military departments and other interested implementing agencies should provide DSCA/P3-P2 with a firm plan of action by 17 Aug 01 indicating what actions they will take to meet this new deadline. Working groups should be established as soon as possible with all players (to include DSCA) participating.

      c. Electronic countersignature procedures will be mandatory for all countries' cases – including Taiwan. For Taiwan case documents, all milestones will be entered within DSAMS and the implementing agency will be responsible for transferring signature dates and information onto the cover memorandum to the American Institute in Taiwan. Automatic status changes will be performed for leases also, but lease documents will continue to be processed in hardcopy format at this time.

      d. DSCA will continue to accept hardcopy documents for emergency situations and classified cases. All DSAMS milestones must still be entered for these documents and DSCA should be notified in advance that these documents will be processed in hardcopy form.

      e. We understand that some documents may already be in the "pipeline" after

13 Aug 01. Through 24 Aug 01, we will continue to process any hardcopy document that is received as long as it is in *Proposed* status. Any hardcopy documents that are received in *Development* status will be returned to the implementing agency for submittal through the electronic countersignature procedures. Any hardcopy documents that are rejected by DSCA for any reason, must be resubmitted using electronic countersignature procedures. After 24 Aug 01, DSCA will no longer accept hardcopy documents for countersignature unless it is an emergency walk-through or a classified document.

    f. DSCA will be notified automatically when case documents have moved to *Proposed* status. We will then be expecting to receive an e-mail requesting our approval and forwarding all of the applicable files (document, manpower worksheet, etc.). All e-mails submitting packages for countersignature must be sent to: loa-dsca@osd.pentagon.mil. DSCA cannot review the package until both of these actions have taken place – the *Proposed* status change and receipt of the e-mail. When we receive notification that a document is in *Proposed* status, we will allow a 24-hour grace period to receive the associated e-mail package. If we have not received it by that time, the document will be rejected back to the implementing agency for resubmittal. If you are having system problems at any time and cannot meet this timing requirement, please contact DSCA/COMPT-RM.

    g. DSCA receives 30-40 LOA documents each day. In order to ensure consistency in the packages we receive, we are requiring a specific naming convention for files submitted for countersignature. Samples of these file naming conventions are provided with this memorandum (attachment 2) and will be emphasized/practiced in the training.

    h. The electronic countersignature process requires the use of DSAMS and Adobe Writer for pdf file creation. The training provided will show users how to create and bookmark files using this software. We understand that creating these files and putting them into the desired bookmark format may not be easy at first. To accommodate everyone's learning curve, DSCA will accept e-mails with appropriate attachments that are not all converted to pdf files (i.e., manpower worksheets in Excel) for an interim period of time. By 18 Feb 02, however, all packages must be submitted in the standard bookmark format. It should be noted that the pdf files are solely for internal USG coordination – the system will automatically identify them as "Draft."

    i. Under electronic countersignature procedures, the Automated Case Approval System (ACAS) will no longer be used. The ACAS eligibility field on DSAMS screens will be "grayed out" in this release so that it can no longer be entered. Instead of ACAS, we will be using Automated State Department Approval (ASDA) to allow cases to be approved by State without DSCA countersignature. For ASDA eligible cases (same rules that applied under ACAS), implementing agencies will not forward pdf packages or files to DSCA.

    j. Under the new procedures, DSCA reviewers will be entering their comments in the "Case Remarks" section of DSAMS. This field is currently at the "case" level and does not automatically identify which document version the reviewer is commenting on (e.g., Amendment 2, Modification 1, Basic LOA, etc.). To make it easier to track these comments, we will require DSCA reviewers to use a specific format when creating a title for their comments. The title must be entered as follows: Document Version, Revision Number (if applicable), Individual's Office, Concur/Nonconcur. The Individual's Office should match the identifier used on the countersignature mailboxes that have been established. A sample entry might read: "A02, Rev2, ERASA-ASA, Nonconcur." DSCA reviewers must enter Case Remarks for all nonconcurrences. Comments may also be entered for concurrences (optional).

    k. Implementing agencies should use existing DSAMS Management Flags or establish new Management Flags to provide notification, as a minimum, when documents have been countersigned by DSCA (Milestone – DCSGN), returned from DSCA (Milestone – DDOCRTN), or rejected from DSCA (Milestone – DCSGNRJ). In most instances, existing Management Roles should suffice, but it may be necessary to create new ones based on your changed business process. Some users may already be receiving a Management Flag for document status changes and would be notified of the above actions through that Flag; however, these new Flags will provide more information for the status change. New and changed Flags and Roles should be created as soon as possible after the 13 Aug 01 deployment of DSAMS Release 6.05.

    l. This new release of DSAMS allows for holds and suspensions to be placed on documents. These capabilities cannot be used as a substitute for rejecting documents or for moving documents through the process in a timely manner. Unlike in the past, holds in the new system do not "stop the clock" – the time period during which the case is on hold will be included in the LOA processing metric time calculations.

m. When the case is countersigned and the implementing agency has received notification that the case is in *Offered* status, the implementing agency will sign the document and send it to the customer. At this time, the implementing agency will also be responsible for sending a hardcopy of the document and the termination liability worksheet (if applicable) to DFAS-AY/DE. Under our previous procedures, DSCA sent a copy of the documents to DFAS-AY/DE – since we will no longer be receiving the hardcopies, it is necessary for the implementing agencies to take over this function.

If you have any questions about these procedures or require additional information regarding electronic countersignature, please contact Beth Baker, DSCA/P3-P2, (703) 604-6612 or e-mail beth.baker@osd.pentagon.mil. We are excited about the implementation of these procedures. We will all need to be patient during the first few weeks of this process (allowing for learning curves, etc.), but we are confident this new automated procedure will greatly improve the consistency and timeliness of all document reviews. Thank you for your cooperation.

//Signed//
TOME H. WALTERS
LIEUTENANT GENERAL, USAF
DIRECTOR

Attachments
1. Status Changing Milestone Matrix
2. File Naming Conventions

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cc: AMSAC-OL-MP

Status Changing Milestone Matrix

Menu Option	Status Changing Milestone	Approvals	Document	System Directed Status	Related Milestones
MILDEP Signature	MILSGN	Only State Department approval is required	* LOA, Amendment, or Modification	*Proposed*	PSTATUS STLST
MILDEP Signature	MILSGN	Only DSCA Countersignature is required	*LOA, Amendment, Modification *LOI, LOI Amendment	*Proposed*	PSTATUS DAPREQ
MILDEP Signature		Both DSCA Countersignature and State Department approval are required	*LOA, Amendment, Modification *LOI, LOI Amendment *Lease		PSTATUS DAPREQ OSTATUS *Offered*
MILDEP Signature	MILSGN	None (MILDEP Signature only)	*Amendment, Modification	*Offered*	OSTATUS *Offered*
MILDEP Signature	MILSGN	None (MILDEP Signature only)	*Planning	*Offered*	OSTATUS *Offered*
MILDEP Signature	MILSGN	None (MILDEP Signature only)	*SANG Definitizing Document (Army unique)	*Offered*	OSTATUS *Offered*
MILDEP Cancellation	MILCAN	N/A	*LOA, Amendment, Modification *LOI, LOI Amendment *Lease, Lease Amendment *Planning *OA Revision	*Cancelled*	XSTATUS
Implement Case	MILDIMP	N/A	*LOA, Amendment, Modification *LOI, LOI Amendment *Lease, Lease Amendment *OA Revision	*Implemented*	ISTATUS

Status Changing Milestone Matrix (Continued)

Menu Option	Status Changing Milestone	Approvals	Document	System Directed Status	Related Milestones
Reactivation	MILREACT	N/A	*LOA, Amendment, Modification *LOI, LOI Amendment *Lease, Lease Amendment *Planning *OA Revision	*Development*	DSTATUS
Countersign Proposed Document	DCSGN	Only DSCA Countersignature is required	*LOA, Amendment, Modification *Lease, Lease Amendment	*Offered*	OSTATUS *Offered*
Countersign Proposed Document	DCSGN	Both DSCA Countersignature and State Department approval are required	*LOA, Amendment, Modification *LOI, LOI Amendment *Lease, Lease Amendment	*Offered*	STAP OSTATUS *Offered*
Reject Proposed Document	DCSGNRJ	DSCA Countersignature and/or State Department approval is required	*LOA, Amendment, Modification *LOI, LOI Amendment *Lease, Lease Amendment	*Development*	DSTATUS
Return Proposed Document	DDOCRTN	N/A	*LOA, Amendment, Modification *LOI, LOI Amendment *Lease, Lease Amendment	*Development*	DSTATUS
State Department Approval	STAP	Only State Department approval is required	*LOA, Amendment	*Offered*	OSTATUS *Offered*
State Department Disapproval	STDAP	Only State Department approval is required	*LOA, Amendment, Modification	*Development*	DSTAUS
Offer *Accepted*	OFFERACC	N/A	*LOA, Amendment *LOI, LOI Amendment *Lease, Lease Amendment	*Accepted*	ASTATUS

*NOTE: Information provided for modifications will be effective until February 18, 2002. After that time, automatic *Implementation* of modifications (upon MILSGN or DCSGN) will be implemented in DSAMS and a new matrix will be issued.

Attachment 1

About the Authors

Beth Baker is Chief of the Policy and Plans Division of the Policy, Plans and Programs Directorate of the Defense Security Cooperation Agency. Beth has 17 years of experience in the FMS policy area, and worked at SAF/IA before moving to DSCA in August 1997.

Nels Berdahl is an employee of Information Spectrum, Inc., and has provided user training and implementation field support to the DSAMS PMO since December 1998. Nels is a former DISAM instructor who also served a tour at NAVILCO (now NAVICP-OF).